

Report to	Executive Panel
Date	21 October 2019
Lead Officer	Shân Morris, Assistant Chief Officer (Corporate Policy & Planning)
Contact Officer	Pippa Hardwick, Corporate Planning Manager
Subject	Strategic Risk Management



PURPOSE OF REPORT

1. To summarise the content of the Authority's strategic risk register in accordance with the Strategic Risk Management Policy.

EXECUTIVE SUMMARY

2. Through regular review, a number of risks are identified as having the potential to prevent the Authority from achieving its planned outcomes and/or delivering its core functions. Of the full range of risks, the ones that are currently considered to be the highest relate to the Authority's level of resilience to either an attack on its computer systems or to a sudden loss of staff with specialist knowledge and/or experience of the Service's business. Even with planned countermeasures, these are likely to remain at a high risk level.

RECOMMENDATIONS

3. That Members note the identified strategic risks that are facing the Authority.

BACKGROUND

4. The Authority's adopted Strategic Risk Management Policy defines strategic risk as "an event that, should it occur, would impact on the achievement of the Authority's planned outcomes and/or the delivery of its core functions".
5. The Authority's Strategic Risk Register lists known risks that could potentially prevent the Authority from achieving its planned outcomes and/or delivering its core functions. Register entries are ascribed risk scores that are regularly re-evaluated by officers to reflect the current state and the predicted effect of planned countermeasures.

6. Under this policy, the Executive Panel receives a summary report on strategic risks at least twice a year. Between times, the Chair and Deputy Chair of the Authority are able to view the full detail of the register with officers.
7. The Strategic Risk Register records both current risk levels and future risk levels (based on an assumption that planned countermeasures will have had the desired effect).
8. Risk levels are based on an evaluation of the likelihood that something might happen and the consequences if it did. Descriptions are provided for information at Appendix 1.

INFORMATION

9. Officers continue to review and update the risk register, adding, removing and re-scoring risks as appropriate. A summary of the current register entries is provided at Appendix 2.

IMPLICATIONS

Well-being Objectives	Maintaining the register and taking action to manage risk increases the likelihood that the Authority's well-being objectives will be achieved.
Budget	Maintaining the register helps prioritise spending decisions that would reduce risk levels.
Legal	Maintaining the register helps to ensure the Authority's compliance with laws that define its functions and how it operates.
Staffing	No specific implications identified.
Equalities/Human Rights/Welsh Language	No specific implications identified.
Risks	An accidental release of the register could expose the Authority to harm.

Risk analysis

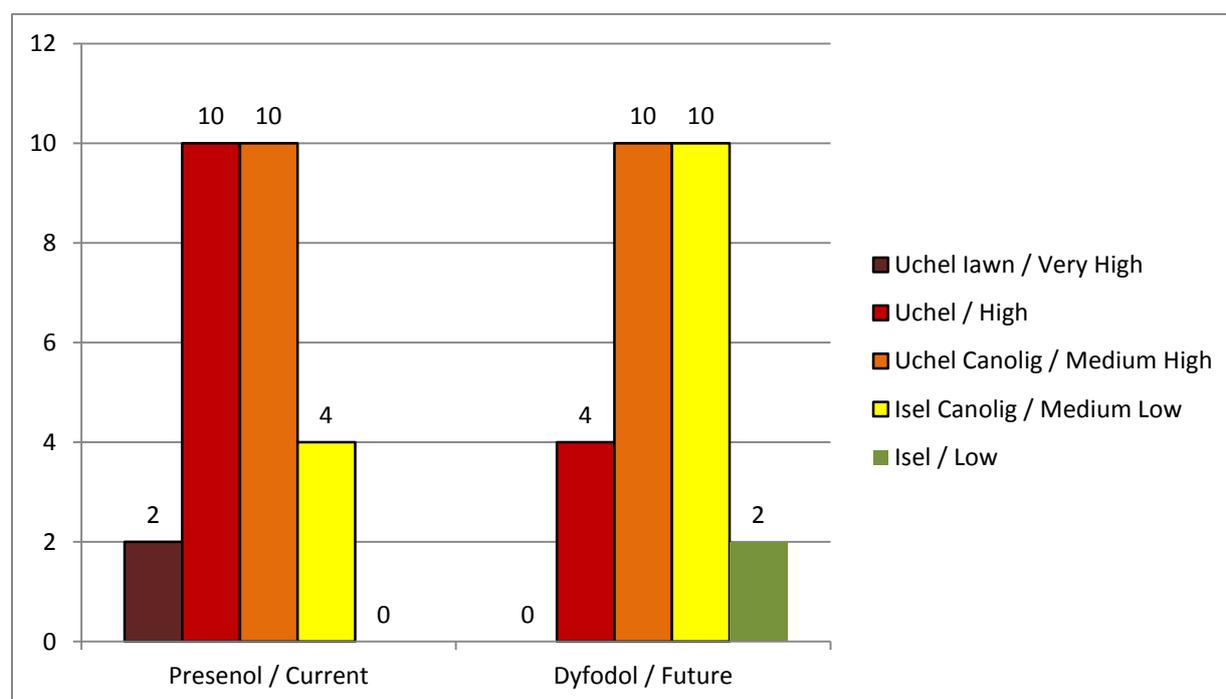
LIKELIHOOD	5 Almost certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very unlikely	1	2	3	4	5
		1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major
		CONSEQUENCE				

Risk priority scale

Value	Priority scale
20-25	Very high - risk is intolerably high
12-16	High - risk is substantial
8-10	Medium high - risk is moderate
4-6	Medium low - risk is tolerable
1-3	Low

Strategic Risk Register as at 21/09/2019

- I. The chart below illustrates the current and future levels ascribed to identified strategic risks facing the Authority.



II. Very high risk

Two risks have been identified as presenting a very high risk to the Authority, these relate to:

- the risk of attack on the Service's computer systems the Service's;
- the level of resilience to sudden loss of staff with specialist knowledge and/or experience of NWFRS business;

With planned countermeasures it is anticipated that these will reduce to a high risk level.

III. High risk

Ten risks have been identified as presenting a high risk to the Authority. In summary, and in no particular order, these relate to:

- terrorist and/or criminal misappropriation of assets;
- unanticipated (permanent or semi-permanent) depletion of staff affecting emergency response capability;
- insufficient funds or resources to deliver core services or to maintain risk-critical systems;
- failure to secure sufficient operational resources;
- the Service's capacity to deal with additional (externally imposed) burdens;

- the possibility of a personal data breach under GDPR;
- disruption of established relationships with local government partners;
- impact of an ageing workforce profile;
- the importance for service delivery of a fit and healthy workforce;
- maintaining the ability to provide risk information to operational staff electronically.

With planned countermeasures it is anticipated that two will remain at a high risk level, five will be reduced to a medium high level, two will be reduced to a medium low level and one will be re-categorised as being a low level risk.

IV. Medium high risk

Ten medium high risks have also been identified. In summary and in no particular order, these relate to: the impact of changes to governance arrangements for FRAs in Wales; a serious injury to a member of staff whilst at work; a delay in the planned national communications project; insufficient grant funding to continue to deliver fire prevention activities; disruption to purchasing activity as a result of Brexit; the inherent risks associated with diversification of services and involvement in partnership projects; maintaining operational consistency with other UK Fire and Rescue Services; ineffective or deficient decision-making at Authority level; ineffective management of workforce information and the risk of operational disruption in the event of a 'no deal' exit from the EU, such as congestion at Holyhead and along the A55.

With planned countermeasures it is anticipated that five would remain at medium high risk level, and five would reduce to a medium low risk level.

V. Medium low risk

Four medium high risks have been identified. In summary and in no particular order, these relate to: ineffective corporate communications; the potential effects of the proposed large development in Anglesey (Wylfa Newydd); failing to anticipate and tackle problems in good time and the impact upon delivery of services due to planned strike or industrial action.

With planned countermeasures, three of these risks would remain at medium low risk and one would be reduced to low level risk.